

# Quarterly Program Performance Report

**Jan – Mar 2014**

## Assessment & Strengthening Program – RSPN

April 30, 2014



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# ASP-RSPN

## The Program's Quarterly Performance Report Jan 2014 – Mar 2014

**April 2014**

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**Implementing Organization:**

Rural Support Programmes Network

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**ACRONYMS**

ADB	Asian Development Bank
AHAN	Aik Hunar Aik Nagar
AGP	Auditor General of Pakistan
ASP	Assessment and Strengthening Program
BoD	Board of Directors
CA	Chartered Accountant
CB	Capacity Building
CGA	Controller General of Accounts
CPO	Central Program Office
CSO	Civil Society Organization
DAGP	Department of Auditor General of Pakistan
DCoP	Deputy Chief of Party
ERP	Enterprise Resource Planning
FACES	Formation Awareness & Community Empowerment Society
FPPRA	Federal Public Procurement Regulatory Authority
GB	Gilgit-Baltistan
GDP	Gross Domestic Product
GENCO	Generation Company
GoP	Government of Pakistan
HR	Human Resource
IA	Internal Audit
IPAF	Institutional Performance Assessment Framework
IR	Intermediate Result
IT	Information Technology
JDs	Job Descriptions
JIMS	Jacobabad Institute of Medical Sciences
KP	Khyber Pakhtunkhwa
FM	Financial Management
LFA	Logical Framework Approach
LMS	Learning Management System
LRBT	Layton Rehmatullah Benovelent Trust
LUMS	Lahore University of Management Sciences
M&E	Monitoring and Evaluation
MD	Managing Director
MER	Monitoring, Evaluation and Research
MIS	Management Information System
MoF	Ministry of Finance

MSDP	Municipal Services Delivery Program
NGO	Non-Government Organization
NPS	National Procurement Strategy
NRDF	National Research & Development Foundation
NRSP	National Rural Support Programme
NSPP	National School of Public Policy
OIG	Office of Inspector General
P&D	Planning and Development
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PDMA	Provincial Disaster Management Authority
PFM	Public Financial Management
PIFRA	Project to Improve Financial Reporting and Auditing
PIPS	Pakistan Institute for Parliamentary Services
PMP	Project Management Professional
PPMI	Pakistan Planning and Management Institute
PPO	Provincial Program Office
PPP	Public-Private Partnership
PPRA	Public Procurement Regulatory Authority
RSPN	Rural Support Programmes Network
SBDs	Standard Bidding Documents
SBEP	Sindh Basic Education Program
SMEDA	Small and Medium Enterprise Development Authority
SoW	Scope of Work
SP	Strategic Planning
STI	Secretariat Training Institute
TBD	To be decided
ToRs	Terms of Reference
ToT	Training of Trainers
US	United States
USAID	United States Agency for International Development
WAPDA	Water and Power Development Authority
WASC	WAPDA Administrative Staff College

## Table of Contents

1. Executive Summary .....	6
2. Program Progress.....	9
Intermediate Result 1: Improved Management Systems implemented.....	9
IR-1: Progress on Output Indicators: .....	11
<i>Assignment-Wise Indicators details for the current period: .....</i>	11
Intermediate Result 2: Human Resources enabled for enhanced performance...	15
IR-2: Progress on Output Indicators .....	16
<i>Assignment-Wise Indicators details for the current period: .....</i>	16
Intermediate Result 3: Improved PFM Policies and Procedures.....	18
IR-3: Progress on Output Indicators .....	19
<i>Assignment-Wise Indicators details for the current period: .....</i>	19
SUCCESS STORY: .....	20
3. Project Implementation .....	22
Role of Central Program Office & Provincial Program Offices .....	22
4. Financial Progress for the period January to March 2014 .....	23
Annex – I: Component Wise details of assignments as of March 31, 2014 .....	24

## 1. Executive Summary

As a result of ASP-RSPN's successful partnerships with government departments in KP during the last year; other departments are requesting USAID to extend its support through ASP for provision of Institutional support in various areas. USAID, in response has approved the extension of two initiatives i.e. 'Establishment of Internal Audit mechanism' and 'Development of Strategic Plans' with the introduction of Output-based budgeting model. Both these initiatives will be implemented in six (6) newly identified departments. Further, the CB plans of KP's Agriculture and Energy & Power departments are under review by USAID for finalization.

GoKP showing commitment towards ensuring transparency, accountability & effectiveness of its line departments, took the lead in above mentioned assignments and constituted a "Steering Committee" under the chair of ACS for:

- Identification and selection of departments
- Providing guidance in development of SoW
- Continuous monitoring during implementation of the assignments
- Approvals on various deliverables

The other members of Steering Committee include Secretary Finance, Secretary Energy, Secretary Education and DCoP from ASP-RSPN.

At the federal level, ASP-RSPN in partnership with PPRA finalized the 'National Procurement Strategy'. ASP extended its support to PPRA in development of NPS, which after detailed review and input by all the stakeholders including Provincial PPRA's, Ministries/Divisions and PPRA's BoD was finalized and published. It was also shared during a 'National conference on Public Procurement' conducted by PPRA with the support of World Bank and ADB, during March 2014.

ASP-RSPN finalized the development of "Learning Management Portal" for PPRA during the reporting period. This initiative will substantially increase the number of individuals trained by PPRA annually on Public Procurement Rules & regulations through the National Institute of Procurement. The online portal will host videos and other resources related to PPRA rules available to be downloaded. It includes an interactive built-in process to generate random Questionnaires and thereby the relevant scoring mechanism. Users will be able to get online certificates based upon the acquired scores. The remaining two

initiatives i.e. Development of SBDs and M&E System are planned to be completed during the next quarter.

Another IT based assignment at the federal level i.e. Automation of STI's Training and Management Systems (FM, HR, Payroll & Office Management) was successfully completed during the reporting period. The final software application has been deployed on STI's local server and is being used by the institute. As part of STI's CB plan, a workshop on "*Governance, Public Policy and Administrative Accountability*" has been conducted during the current reporting period. Senior public sector officials from Finance division, Parliamentary Affairs Division, Controller General Accounts, Establishment Division, Auditor General Pakistan, USAID, STI and ASP-RSPN attended the workshop.

Project geared up with the completion of Eight (08) organizational assessments for current year at the end of second quarter of the 4<sup>th</sup> year. The assessments include, Pre-Award Assessments of two (02) government sector Universities, Validation of four entities; Power Generation Companies (GENCOs) i.e. Northern Power, Central Power and Jamshoro Power Company Limited and Municipal Services Program - KP, Technical Evaluation of WAPDA Staff College and Need Assessment exercise of the Pakistan Planning and Management Institute of Planning Commission. The Validation exercise of Small Grants and Ambassador's Fund is making progress with the internal review of draft validation reports of Seven (07) NGOs completed during the quarter.

During the quarter, Internal Audit manual of PDMA / PaRRSA have been developed and shared with PaRRSA. However, audit Guidelines for USAID funded projects have also been developed and shared with USAID. As part of the policies and procedures development for AHAN, three (03) trainings programs have been successfully developed and conducted on key governance areas i.e. Finance, Human Resource and Monitoring and Evaluation manuals. The training on the procurement management is planned for the next quarter.

Rationalization and re-organization of PaRRSA has also been initiated during the current reporting period. This activity is intended to revamp the organization based on new lines and as per best practices model. It will help reduce redundancies in the organizational structure and fine-tune the implementation mechanism. In addition, ASP-RSPN continued its implementation on the nine (9) ongoing Capacity Building assignments which are in various stages of finalization.

Under the Awardees Capacity Building component, RSPN's Phase-II assistance plan was approved by USAID during the current reporting period. The selection process of firms to be deployed for development of two manuals and MIS has been completed.





## 2. Program Progress

### Intermediate Result 1: Improved Management Systems implemented

This result area under the ASP's results framework covers two sub-intermediate results:

#### **Sub-IR 1.1: Institutional capacity gaps understood by stakeholders**

#### **Sub-IR 1.2: Management systems adopted**

ASP-RSPN initiated the Pre-Award assessments of two government sector universities during the last quarter, which are Mehran University of Engineering & Technology Jamshoro and Agriculture University Faisalabad. This assessment exercise for the two universities was launched:

- To determine whether these universities have adequate financial management and other operational systems in place; organizational, and management capacity to manage USAID funds in accordance with U.S. Government and USAID requirements
- To identify risks and suggest potential mitigation measures which may be incorporated into the award

The mentioned Pre-Award Assessment exercise of the two government-operated Universities was successfully completed during the current quarter. The finalized findings have been shared with both Universities and USAID.

The Validation/re-assessment exercise of three Power Generation companies (GENCOs) i.e. Northern Power, Central Power and Jamshoro Power Company Limited & Municipal Services Program – KP was initiated in the last quarter. ASP-RSPN by utilizing the services of OIG approved CA firms, selected through competitive bidding process, conducted these Validations during the reporting period. After a thorough in-house review, the final reports have been shared with USAID and these institutions.

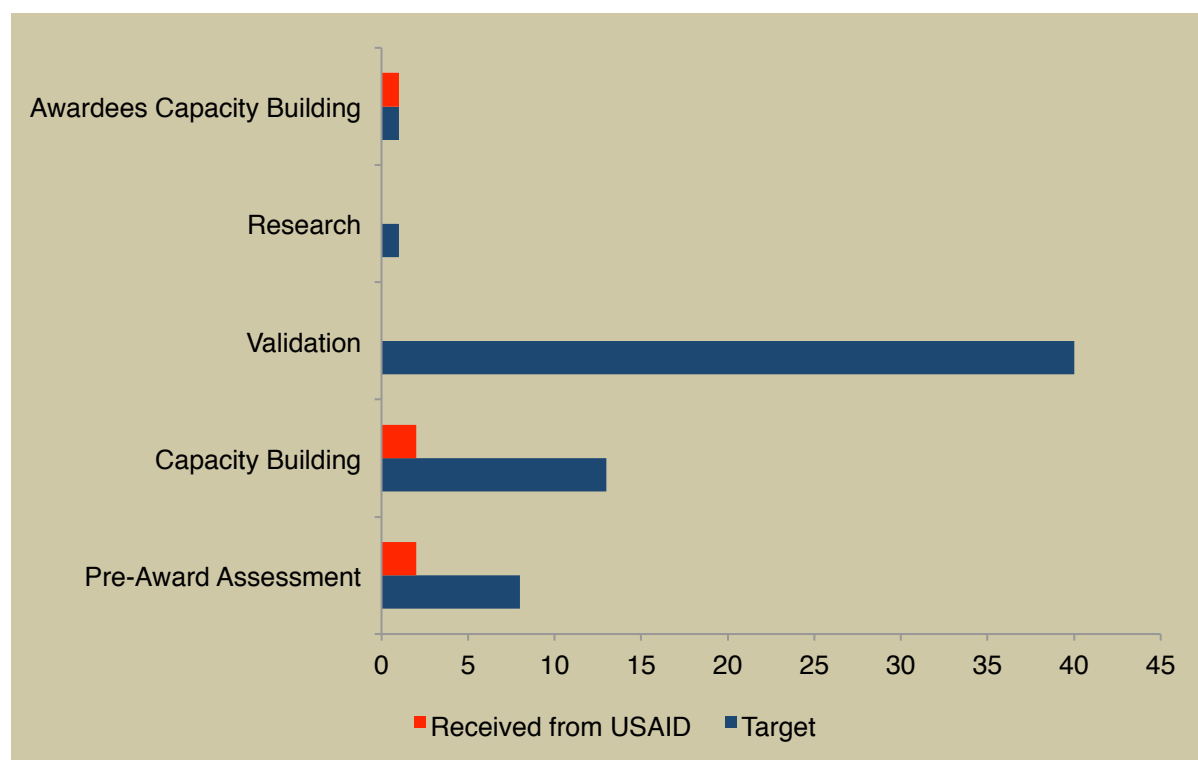
During the reporting quarter, three (3) new Capacity Building plans have been approved by USAID. These include:

- Capacity Building Assistance to RSPN (Phase-II); covering:
  - o Development of and Training on Grants Management Manual

- Development of and Training on Monitoring & Evaluation Manual
- Development of an integrated MIS to automate Projects' Management, Work Planning and M&E functions
- Establishment of Internal Audit (Phase-II) in six (6) government departments of Khyber Pakhtunkhwa
- Development of Strategic Plans and Annual Action Plans (Phase-II) for six (6) departments of KP

In addition to the above mentioned augmentation to the CB portfolio, ASP-RSPN continued with its planned interventions for the nine (9) ongoing assignments. All of these nine (9) assignments are planned to be concluded during the current year.

The following graph presents a comparison of the proposed planned activities in the Work Plan and new assignments received from USAID as of March 31, 2014 for the current year:



ASP-RSPN and USAID had a number of meetings on the issue of initiating new CB plans and the CB plans already shared with USAID for approval. The revised version of CGA's CB plan has been shared with USAID for approval; revised in

the light of recent discussions with the department and USAID. PIPS's management shared detailed comments on the capacity building/assistance plan during March 2014. The department's feedback was made part of the revised CB plan and accordingly shared with USAID for approval. USAID team shared its feedback on plan already shared for the capacity development of National School of Public Policy. NSPP's CB plan will be revised and shared back with USAID during April 2014 for approval.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of March 31, 2014 against the performance indicators:

### IR-1: Progress on Output Indicators:

IR/Sub-IR	Indicator	4 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till Mar 2014
<b>IR-1: Improved Management Systems implemented</b>				
<b>Sub-IR 1.1: Institutional Capacity gaps understood by Stakeholders</b>	Number of organizational assessments and researches conducted	48	6	6
	Number of Pakistani organizations whose capacity needs have been established	11	4	5
<b>Sub-IR 1.2: Management Systems adopted</b>	Number of capacity building plans developed	13	3	3
	Number of Policies & Procedures developed	17	3	6
	Number of IT based Management Systems developed	7	2	2
	Number of new tools & techniques introduced and adopted	85	33	33
	Number of project design activities supported	0	--	0

### Assignment-Wise Indicators details for the current period:

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
1.1.1 Number of organizational assessments and researches conducted	<p>Pre – Award Assessments of two (02) Universities i.e. <b>University of Agriculture, Faisalabad</b> (Punjab) and <b>University of Engineering and Technology, Jamshoro</b> (Sindh) completed.</p> <p>Validation Exercise of <b>Municipal Services Program – KP</b> and 03 Power Generation Companies (<b>GENCOs</b>) has been completed.</p> <p>Validation of Small Grants and Ambassadors Fund Program (SGAFP) in the current quarter initiated under which (36) NGOs in all the four provinces would be validated. Draft validation reports of seven (07) NGOs i.e. Hashoo Foundation, Fallah Foundation, Reach Vulnerable, FACES, LRBT, NRDF and Sami Foundation are under review by ASP-RSPN.</p>	<p>A Total number of <b>Six (06)</b> organizational assessments have been completed in the reporting quarter.</p> <p>Risk Ratings of the Management Systems in these organizations was done i.e. High, Medium &amp; Low.</p>
1.1.2 Number of Pakistani organizations whose capacity needs have been established	<p><b>WASC:</b> Technical Evaluation of WAPDA Staff College has been completed</p> <p><b>PPMI:</b> A Needs Assessment exercise initiated to assess the institutional needs of Pakistan Planning &amp; Management Institute of the Planning Commission has been completed in the reporting quarter.</p> <p><b>PaRRSA:</b> Rationalization and re-organization of PaRRSA is under process.</p> <p>Two (2) Assessments conducted to establish the capacity needs of government sector universities.</p>	<p>In total <b>four (4)</b> during the quarter. The Needs Assessment exercise conducted for WASC &amp; PPMI was based on the Training Curriculum of both the institutes.</p>
1.2.1 Number of Capacity Building plans developed	<p><b>Internal Audit:</b> Phase-II Capacity Building was approved by USAID during the current quarter.</p> <p><b>Strategic plan KP:</b> Phase-II plan for assistance to GoKP in Strategic Planning of six (6) departments has been</p>	<p><b>Three (03)</b> CB plans have been approved by USAID in the reporting quarter.</p> <p>5 out of 6 departments have been identified for IA exercise i.e. Agriculture, Irrigation, Energy &amp; Power, Public Health &amp; Higher Education</p>

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	approved.	departments
	<b>RSPN:</b> RSPN's CB plan Phase-II.	4 out of 6 departments have been identified for Strategic Planning exercise i.e. Agriculture, Energy & Power, Sports & Tourism and Industries.
		USAID's approval on the CB plans of NSPP and CGA is awaited.
1.2.2 Number of Policies and Procedures developed	<b>AHAN:</b> Procurement Manual has been finalized and shared with AHAN.  <b>DAGP:</b> Audit Guidelines for Donor Funded Projects developed and submitted to USAID for approval.  <b>PaRRSA:</b> Internal Audit Manual of PDMA/ PaRRSA has been developed and submitted to PaRRSA.  SBDs and M&E system for <b>FPPRA</b> are in the process of development.	<b>Three (03)</b> Policy documents have been completed in the current quarter i.e. for DAGP, AHAN and PaRRSA.
1.2.3 Number of IT based management systems developed	<b>STI:</b> The Management Information System of STI is finalized and deployed on their local server.  <b>Federal PPRA:</b> Learning Management System has been finalized during the reporting period.  MIS system is being finalized. All the modules are in the final stages of development.  <b>AHAN:</b> Development of ERP is in process.	<b>Two (2)</b> completed during the current quarter i.e. MIS of STI & LMS of PPRA Islamabad.  STI's MIS consists of Training, FM, HR, Payroll and Office Management modules.  LMS of PPRA is developed to cater for additional Training requirements that PPRA's National Institute of Procurement offers, through provision of online Training resources to stakeholders.
1.2.4 Number of new tools and techniques introduced and adopted	<b>AHAN:</b> <b>M&amp;E Manual:</b> Costed Work Plans, LFA, M&E Risks Matrix, Field Visit Report, Progress Reporting, Baseline/Impact Assessment & Project Completion Report templates.	In total Thirty Three (33) new tools and techniques introduced through development of Policy Manuals for AHAN and PaRRSA.

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	<p><b>HR Manual:</b> Interview Assessment Form, Employee Profile Form, JDs, Performance Appraisal, Travel Authorization, Exit Interview &amp; Training Evaluation forms</p> <p><b>FM Manual:</b> Account Creation/Deletion Request Form, Fixed Assets Register, Sales Invoice Template, Cheque/Cash Requisition Form, Expense/Purchase/Sales Test Sheet &amp; Stock Take Sheet Templates</p> <p><b>Procurement Manual:</b> Bidding data format, Form of Bids &amp; Schedule to Bids, Integrity Pact format, Form of Bids/Performance Security and Form of Contract/Consultancy Agreement (with Appendices)</p> <p><b>PaRRSA:</b> <b>Internal Audit Manual:</b> Responsibility Matrix, IA Charter format, IA Plan format, Risks Assessment template, Risks Exposure Rating format, Risks Control Matrix, IA Report format and IA Log Sheet format</p>	
1.2.5 Number of project design activities supported	No new project design planned during the current year.	

## Intermediate Result 2: Human Resources enabled for enhanced performance

ASP's Results Framework focuses on enhancing the on-job performance of individuals under its IR-2. The interventions for this result area are targeted at two levels:

- Enhancing the knowledge and skills of individuals through training
- Supporting the application of acquired skills through on-the-job technical assistance

Under the Capacity building of Aik Hunar Aik Nagar, policies and procedure have been developed in key governance areas of financial management, human resource and monitoring & evaluation. The procurement management manual was finalized during January 2014, with the other three manuals finalized during the last quarter. Training sessions on the new procedures/manuals have been conducted during the reporting period to build the capacity of AHAN officials in these areas.

Also as part of RSPN's CB Plan, the requirement of enhancing organizational management capacity identified in the Assessment report has been targeted through an international certification of its key management staff members in PMP from the globally recognized Project Management Institute. The plan having other initiatives too, linked with governance and project management has been approved by USAID during the current quarter. In addition, it will also include training of staff on M&E and Grants Management manuals.

ASP-RSPN has also planned to implement training programs on PPRA rules & regulations for the provincial and district level staff. These programs will be implemented in KP, Balochistan and Sindh during the current year, after formal approvals of CB plans. Expertise of PPRA Islamabad in conducting federal level trainings at National Institute of Procurement will also be utilized in this regard. ASP-RSPN plans to hold Training of Trainers in partnerships with ASP-LUMS. The master trainers will then be used to roll out training programs in provinces.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of March 31, 2014 against the performance indicators:

## IR-2: Progress on Output Indicators

IR/Sub-IR	Indicator	4 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till Mar 2014
<b>IR-2: Human Resources enabled for enhanced performance</b>				
<b>Sub-IR 2.1: Knowledge and skills of human resources enhanced</b>	Number of training programs developed	13	2	5
	Number of individuals who benefited from training	134	84	84
	Number of trainings conducted	13	3	3
<b>Sub-IR 2.2: Application of knowledge and skills supported</b>	Number of individuals who receive on-the-job assistance, refreshers and coaching	18	--	--
	Number of consultants provided for short-term technical assistance	48	6	11

### Assignment-Wise Indicators details for the current period:

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
2.1.1 Number of training programs developed	<p><b>AHAN</b> Training program for procurement management manual has been developed.</p> <p>Training program on Project Management Professional (PMP) under Awardees capacity building developed for core staff of RSPN.</p> <p><b>FPPRA</b> Training of Trainers (ToT) is planned to build capacity of officials from FPPRA, BPPRA, SPPRA and KPPRA at LUMS in the next quarter.</p>	<b>Two (02)</b> training programs have been developed.
2.1.2 Number of individuals who benefited from training	Officials from AHAN have been trained on FM, HR and M&E manuals, developed for AHAN during the quarter.	<b>Eighty Four (84)</b> individuals trained during the reporting period.
2.1.3 Number of trainings conducted	Trainings on FM, HR and M&E manuals developed for AHAN, conducted during the quarter.	<b>Three (03)</b> trainings conducted



Indicator	Assignment Specific Details for current quarter	Remarks and Issues
		Training on Procurement management (AHAN) and PMP for core staff of RSPN are planned in April 2014.
2.2.1 Number of individuals who receive on-the-job assistance, refreshers and coaching	Nil. No new individuals	On-the-job assistance continued for SBEP during the reporting quarter
2.2.2 Number of consultants provided for short term technical assistance	DAGP: 01, Internal Audit KP: 04, PaRRSA: 01	<b>Six (06) new</b> consultants/ experts hired for development of Audit Guidelines in DAGP, Internal Audit KP and rationalization and re-organization of PaRRSA.

### Intermediate Result 3: Improved PFM Policies and Procedures

ASP's third long-term result i.e. IR-3 captures strategic level interventions; activities aimed at improving rules, regulations and facilitating adoption of policy level reforms. The "Strategic Interventions" of program's capacity building component and "recommendations, updated procedures, policy level changes etc." shared with GoP as a result of ASP's research interventions contribute in achieving this result of the ASP's Results Framework. One new research assignment has been approved for current year by USAID. ASP-RSPN has already shared a number of research topics along with Concept Notes with USAID for final approval. Keeping in view the scope of Cooperative Agreement, following areas of research may be taken up:

- Public-Private Partnerships in the social sector of Pakistan
- Study on linkage of Donor Funded projects to the new accounting system (PIFRA)

Based on the last year's experience with no Research assignment approved by USAID, ASP-RSPN plans to take up the matter of formulation of a 'Steering Committee' for discussing and finalizing research areas of significance to both USAID and GoP. This has also been indicated in the Cooperative Agreement. ASP-RSPN, RSPN, USAID's OFM and other relevant Technical Offices are proposed to have representation in the committee. The USAID's Technical Offices can play an important role in the identification of potential research areas which may be of their interest. ASP-RSPN will share a complete composition of the proposed Steering Committee along with the detailed ToRs and meetings' periodicity.

During the current reporting period ASP-RSPN has made no progress as no research topic was approved. However, it continued to pursue with the relevant government departments including CGA & Planning Commission for implementation of the conducted researches; intended towards adoption of the ASP proposed recommendations by the government departments.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of March 31, 2014 against the performance indicators:

### IR-3: Progress on Output Indicators

IR/Sub-IR	Indicator	4 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till Mar 2014
<b>IR-3: Improved PFM Policies and Procedures</b>				
<b>Sub-IR 3.1: Policy recommendations advocated</b>	Number of research studies conducted	1	--	--
	Number of reforms/recommendations developed	TBD	--	--
	Number of policy advocacy activities carried out	7	1	1
	Number of policy level institutions receiving policy reform recommendations or attending advocacy events	13	4	4

#### Assignment-Wise Indicators details for the current period:

Indicator	Assignment Specific Details	Remarks and Issues
3.1.1 Number of research studies conducted	Nil	No new topics assigned by USAID
3.1.2 Number of reforms/recommendations developed	TBD	
3.1.3 Number of Policy Advocacy activities carried out	<b>STI:</b> A workshop has been conducted on "Governance, Public Policy and Administrative Accountability" in the reporting quarter.	<b>One (01)</b> Policy Advocacy event has been carried out in this quarter.  A workshop on "Strategic Plan" developed for DAGP is planned in April 2014.
3.1.4 Number of policy level institutions receiving policy reform recommendations or attending advocacy events	Officials from STI, Finance Division, Parliamentary Affairs Division, CGA, Establishment Division and DAGP attended the workshop held on Governance, Public Policy and Administrative Accountability in the reporting quarter.	Total of <b>four (04)</b> 'new' policy level institutions attended the workshop.

**SUCCESS STORY:****NATIONAL PROCUREMENT STRATEGY DEVELOPED FOR IMPROVING PROCUREMENT SYSTEM IN PAKISTAN**

***Public procurement spending is estimated to account for 15% of the world's GDP. A research postulates that procurement reforms improve spending efficiency by 1% of GDP. This means that this saving could be diverted to other pressing sectors like education, health and municipal services. The U.S. Agency for International Development (USAID) through Assessment & Strengthening Program (ASP-RSPN) is partnering with Public Procurement Regulatory Regime in Pakistan to improve their rules & regulations, management systems and accountability mechanisms to achieve value for money and transparency in procurements. The development of a National Procurement Strategy is the first step towards better utilization of public money.***



Ms. Nazrat Bashir, Managing Director PPRA acknowledged the assistance of ASP-RSPN in the strategy document noting, ***“PPRA appreciates the technical assistance and efforts of ASP-RSPN in preparation of this strategy. PPRA is also thankful to all those organizations and individuals who either attended the consultative sessions or provided feedback”***

Governments all over the world are spending a significant chunk of their budgets on procurement. It is particularly prominent in developing countries with active infrastructure and social programs. Gains of a good public procurement make available additional resources for development and lead to better outcomes of expenditure.

In Pakistan, the Public Procurement Regulatory Authority (PPRA) is endowed with the responsibility of recommending laws and regulations governing public procurements. It is also responsible for monitoring the application of procurement laws and performance of federal procuring agencies.

ASP-RSPN funded by USAID is supporting PPRA in the harmonization and improvement of laws, rules & procedures, use of technology, institutional capacity building and strengthening of monitoring and oversight mechanisms. The development of a National Procurement Strategy (NPS) is one of the key activities successfully completed with federal PPRA.

The National Procurement Strategy 2013-16 provides a common vision, mission and reform

measures on making the procurement process efficient and transparent in the country. It endeavors to lay down a roadmap for the Regulators to realize the objectives and principles of public procurement. Based on a detailed analysis, strategic steps have been recommended to improve the legal and systemic procurement framework.

This achievement has been made possible with the support of all stakeholders involved in the public procurement process. An Advisory Group with representation from the federal and provincial governments, donors and civil society guided this initiative continuously. However, ASP provided key technical assistance including provision of experts, coordination support and also helped in building consensus around the strategy. Based on the feedback received from the delegates of the Advisory Group and other stakeholders, the Strategy was finalized and approved in the group's second meeting.

In order to facilitate the implementation of this strategy, ASP-RSPN is now helping PPRA in capacity building, web based monitoring systems and on- line Learning Management Systems. Moreover, policies & procedures also being developed to achieve the goals set out in the Strategy.



### 3. Project Implementation

#### Role of Central Program Office & Provincial Program Offices

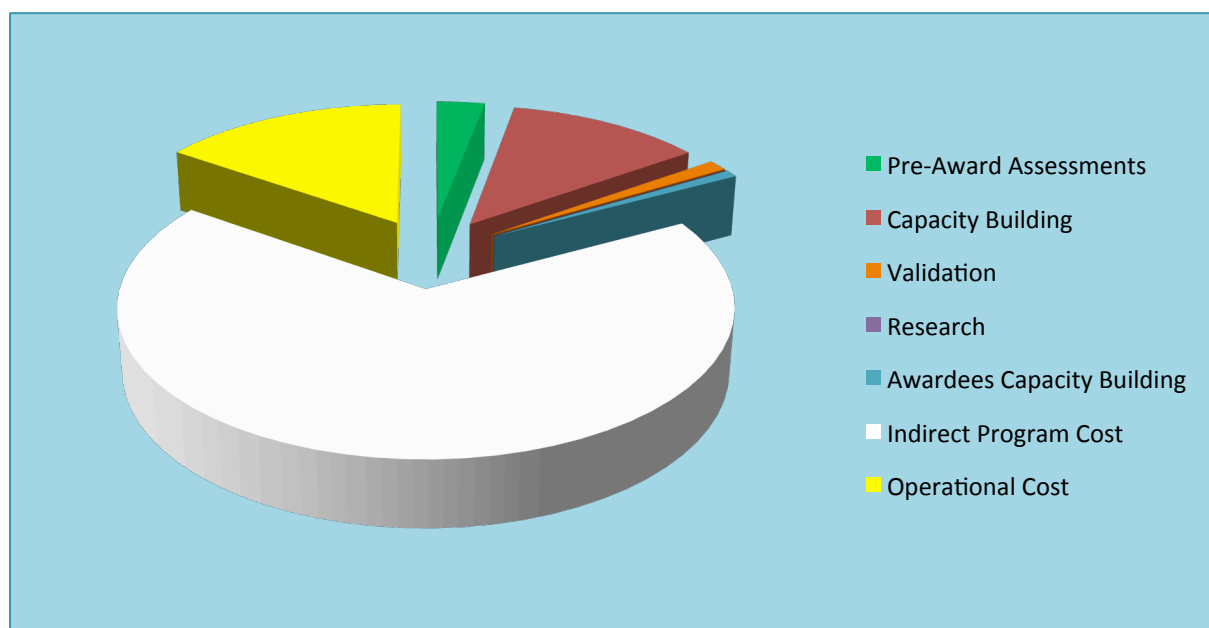
ASP has a Central Project Office (CPO) based in Islamabad and four Provincial Project Offices (PPOs) in Lahore, Karachi, Quetta and Peshawar. The role of the CPO is to implement five components of the program and provide strategic guidance, technical back-stopping, financial management, contract management and donor coordination. The provincial units are responsible for coordination, monitoring and implementation of activities at the provincial level. During the reporting quarter, the CPO and PPOs remained fully functional as per their mandates.

Like the Central Program Office (CPO) at the federal level, the PPOs also have an important role as being the field face of ASP-RSPN at the provincial level and act as catalyst in smooth implementation of activities. The PPOs perform varied functions, including but not limited to participation in strategic meetings, finalization of planned deliverables by consultants/firms, arrangement and participation in discussions/ meetings with the institutions; gathering departments' policies/procedures documents, identification of potential expert human resource and facilitation to ASP-LUMS in getting nominations from the provincial departments.

During the last quarter, all PPOs remained actively involved in direct execution of activities at the provincial level. The PPO in Khyber Pakhtunkhwa and Sindh ensured their continuous presence during on-the-job technical assistance phase in PaRRSA and SBEP. Likewise, provincial office in Punjab is managing the capacity building interventions of AHAN. The office continued its engagement with government functionaries and other organizations to build a positive image of the project. The PPO in Balochistan remained involved in seeking nominations from provincial departments for training at LUMS and responding to requests from CPO on capacity building related requirements. Capacity Building of Balochistan PPRA is also being managed by the provincial team. All the four offices remained actively involved in the Validation exercise of NGOs funded by Small Grants and Ambassador Funds Program.

## 4. Financial Progress for the period January to March 2014

The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during the 2<sup>nd</sup> quarter of Year-4 (Jan 2014 – March 2014). An expenditure of US \$ 633,278 was made against the ongoing activities during the quarter.



The month-wise detailed financial report reflecting the expenditure in US Dollars is shown below:

Budget Heads	Expenditure in USD			
	Jan-14	Feb-14	Mar-14	Qtr.2 Total
Pre-Award Assessments	-	-	19,021	19,021
Capacity Building	8,445	22,788	46,176	77,409
Validation	-	4,031	3,717	7,748
Research	-	-	-	-
Awardees Capacity Building	596	1,361	3,209	5,167
Indirect Program Cost	123,824	135,336	167,627	426,787
Operational Cost	24,465	24,288	48,393	97,145
<b>GRAND TOTAL</b>	<b>157,330</b>	<b>187,805</b>	<b>288,143</b>	<b>633,278</b>

## Annex – I: Component Wise details of assignments as of March 31, 2014

S. #	Name of Assignment/Institution	Status
<b>Assessments</b>		
1	83 Assessments under Third Party Validation of CDCP	Completed
2	Pre-Award Assessment of NESPAK	Completed
3	Pre-Award Assessment of National Highway Authority	Completed
4	Pre-Award Assessment of Abacus Consulting Pvt. Ltd.	Completed
5	Pre-Award Assessment of Halcrow Pvt. Ltd.	Completed
6	Pre-Award Assessment of National Development Consultants Pvt. Ltd.	Completed
7	Pre-Award Assessment of A.A. Associates Pvt. Ltd.	Completed
8	Pre-Award Assessment of Echo West Consulting Pvt. Ltd.	Completed
9	Pre-Award Assessment of Qavi Engineering Pvt. Ltd.	Completed
10	Pre-Award Assessment of EA Consulting Pvt. Ltd.	Completed
11	Pre-Award Assessment of Matracon Pvt. Ltd.	Completed
12	Pre-Award Assessment of Izhar Construction Pvt. Ltd.	Completed
13	Pre-Award Assessment of Marie Stopes Society	Completed
14	Mehran University of Science & Technology Jamshoro	Completed
15	Agriculture University Faisalabad	Completed
16	6 remaining Pre-Award Assessments for current year	Not assigned
<b>Capacity Building</b>		
1	Pre-Obligation/Project design support to MSDP Sindh	Completed
2	Pre-Obligation/Project design support to SBEP	Completed
3	Project design support to Agriculture dept KP; Command Area Development Program of Gomal Zam Dam	Completed
4	Project design support to Health dept Sindh; JIMS	Completed
5	Higher Education Commission	Completed
6	Health Services Academy	Completed



S. #	Name of Assignment/Institution	Status
7	Phase-I of Capacity Building support to PaRRSA	Completed
8	Strategic Planning in 6 departments of KP	Completed
9	Small and Medium Enterprise Development Authority	Completed
10	KP Public Procurement Regulatory Authority	Completed
11	Internal Audit in KP	Completed
12	Sindh Public Procurement Regulatory Authority	Completed
13	Secretariat Training Institute	On Going
14	Balochistan Public Procurement Regulatory Authority	On Going
15	Federal Public Procurement regulatory Authority	On Going
16	Department of Auditor General of Pakistan	On Going
17	Aik Hunar Aik Nagar	On Going
18	WAPDA Administrative Staff College	On Going
19	Phase-II of Capacity Building support to PaRRSA	On Going
20	Phase-II CB Plan of Internal Audit in KP	On Going
21	Phase-II CB Plan of Strategic Planning in KP	On Going
22	Ten (10) remaining CB assignments for current year	Not assigned

### Validation

1	Trust for Democratic Education and Accountability	Completed
2	Abacus Consulting Pvt. Ltd.	Completed
3	Municipal Services Program, KP	Completed
4	Three (3) Power Generation Companies (GENCOs)	Completed
5	36 Small Grants and Ambassador Fund Program NGOs	On Going
6	40 remaining Validations for current year	Not assigned

### Research

1	Assignment Account/Revolving Funds Account	Completed
2	Planning Process in GoP sector	Completed
3	Project Management Unit's approach	Completed
4	Institutional Performance Assessment Framework/PFM	Completed

S. #	Name of Assignment/Institution	Status
Assessment Framework		
5	One (1) research for the current year	Not assigned
<b>Awardees Capacity Building</b>		
1	General Training Component	Completed
2	Development of Policies & Procedures for RSPN and NRSP	Completed
3	IT Infrastructure development for NRSP	Completed
4	SAP B-1 implementation for ASP-RSPN	Completed
5	Software for ASP-RSPN	Completed
6	Capacity Building plan for RSPN	On Going